Announcement

The Government of Nova Scotia, through its Gaming Strategy, is committed to significant, comprehensive change to achieve a responsible gambling environment that benefits Nova Scotians and their communities.

The strategy includes a number of targeted initiatives to encourage healthy behaviours and choices. One is to commission a socio-economic study to assess and understand the social and economic impacts of gambling to Nova Scotia.

The Department of Environment and Labour is now issuing a draft Request for Proposals (RFP) for a Socio-Economic Study of Gambling in Nova Scotia. The intent of the draft RFP is to invite comments from interested parties to ensure the requirements in the RFP are clear.

Specifically, interested parties are invited to provide comment on the following questions:

1. Is there anything in the RFP that is unclear or confusing?
2. Are there any apparent errors in the document?
3. Are there any requirements that appear overly restrictive or inappropriate?
4. Is the 30-page limit for the written proposal reasonable?
5. Are there additional evaluation criteria that you feel should form part of the evaluation process?

The draft document is available from the Department of Environment and Labour website at www.gov.ns.ca/enla/dept/study/ .

Printed copies can be obtained by phoning 424-2579.

Please send your comments by email to studyrfp@gov.ns.ca or by mail to:

Gambling Study RFP
c/o Business Services
NS Department of Environment and Labour
5151 Terminal Rd.
Halifax, NS
B3J 2T8.

Please note that responses must be provided in writing by Wednesday, March 15. All comments will be reviewed.

Responses from potential vendors will not be included in the evaluation process.

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106-04069/

Rev 060125

Procurement Branch - Public Tenders Office
6176 Young Street, Suite 200
Halifax, Nova Scotia B3K 2A6
Telephone: (902) 424-3333
Facsimile: (902) 424-0608 or 0622

REQUEST FOR PROPOSALS
###

Socio-Economic Study of Gambling in Nova Scotia

THESE SPECIFICATIONS ARE NOT A COMPLETE TENDER DOCUMENT. IN ORDER FOR A TENDER RESPONSE TO BE COMPLETE AND ACCEPTABLE, THESE SPECIFICATIONS MUST ACCOMPANY A NOVA SCOTIA REQUEST FOR PROPOSALS (NSRFP) FORM, WHICH MUST BE COMPLETED AND SIGNED.

Facsimile bids **will not** be accepted for this Request for Proposals.

At a minimum, the terms & conditions and supplements listed below apply to this procurement. These documents are available from the Tenders website as shown below. By submitting your response to this Request for Proposals, you acknowledge that you have read and complied with these documents. **Other instructions and supplements may also apply; see the NSRFP form for the complete list of applicable documents and how to obtain them.**

Atlantic Standard Terms and Conditions -and- Supplement-Request for Proposals (RFP)
These documents are available from www.gov.ns.ca/tenders - click on "Terms & Conditions"

Note: Amendments to this RFP may be released prior to the submission date. Amendments will be posted on the Public Tenders website. It is the responsibility of the Bidder to regularly check the Public Tenders website for amendments.

Request for Proposals prepared and released by:
Nova Scotia Department of Environment and Labour

TABLE OF CONTENTS

1 Situation Overview 4
1.1 Background 4
1.2 Data and Information 4
2 Requirements 6
2.1 Project Objective and Timeline 6
2.2 Basic Requirements 6
2.2.1 Scope 6
2.2.2 Deliverables 7
2.2.3 Methodology 8
2.3 Project Management 8
2.4 Study Steering Committee Responsibilities 8
3 Proposal Requirements 9
3.1 Copies Required 9
3.2 Subcontractors 9
3.3 Proposal Format 9
3.4 Proposal Contents 9
3.5 Special Conditions 12
3.6 Contract 12
3.7 Inquiry Contacts 13
4 Evaluation Process and Scoring 13
4.1 Evaluation Process 13
4.2 Assess Written Proposals 14
4.3 Assess Oral Presentations 15
4.4 Final Scoring 15
5 Project Reference Form 16

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1 Situation Overview

1.1 Background

Gambling/gaming is defined as "the activity of betting or wagering something of value (usually money) on the outcome of an uncertain event for the fun and entertainment of awaiting the random outcome with the hope but not the expectation of winning something of greater value, such as a cash prize, vacation or some other reward."[1] The Criminal Code of Canada was amended in 1969 to give provinces the right to conduct and regulate gambling. Since then, Nova Scotia has introduced a number of forms of gambling, including bingos, harness racing, ticket lotteries, video lotteries, and casinos (tables and slots).

Gambling generates a variety of economic contributions for Nova Scotia. Approximately $180 million in direct revenue is generated annually for the Province and a further $40 million is generated for First Nations communities[2]. Additional contributions to the economy come through employment and indirect revenue, such as income taxes paid by those directly employed by gambling-related businesses. However, there have been associated social and economic costs – particularly resulting from gambling addictions. In 2005, Nova Scotia's five-year gaming strategy, *A Better Balance: Nova Scotia's First Gaming Strategy*, identified the need for a better balance of the economic benefits of gambling with our responsibilities to society.

The development of the five-year strategy was guided by an interdepartmental steering committee consisting of senior representatives from the Departments of Environment and Labour, Finance, and Health, Nova Scotia Health Promotion, the Nova Scotia Gaming Corporation, Nova Scotia Office of Aboriginal Affairs, and Treasury and Policy Board. The strategy development process included solicitation of input from more than 150 external stakeholders.[3]

The Government of Nova Scotia is committed to significant, comprehensive change to achieve a responsible gambling environment that benefits Nova Scotians and their communities over the next five years. The strategy includes a number of targeted initiatives to encourage healthy behaviours and choices. One of the initiatives is to commission a socio-economic study to assess and understand the social and economic impacts of gambling to Nova Scotia. The interdepartmental steering committee has established a Study Steering Committee to manage the socio-economic study. This RFP addresses that study.

1.2 Data and Information

While socio-economic studies are commonly undertaken to provide a full understanding of impacts, there have been difficulties attaining consensus regarding an appropriate methodology for conducting such studies in the gambling industry. Methodological issues include difficulties in quantifying social costs and benefits and the degree to which impacts are attributable to gambling. There is an ongoing national initiative underway, the Social and Economic Impact of Gambling Project, to agree on a standard methodology for studying the impacts of gambling. However, this initiative's timelines will not provide an agreed upon methodology in the short-term; the Project's work plan indicates that an initial framework will be available in 2007.

---

[1] Source: *A Better Balance: Nova Scotia's First Gaming Strategy*

[2] Source: Nova Scotia Office of Aboriginal Affairs

[3] The list of stakeholders is included in Appendix B of *A Better Balance: Nova Scotia's First Gaming Strategy*

As part of the overall implementation of Nova Scotia's gaming strategy, a socio-economic study is required to present a snapshot of the impacts of gambling on the Province. The study being requested in this RFP will utilize only transparent and defensible methodologies. The study is meant to facilitate ongoing research as methodologies specific to gambling are further developed or standardized.

While there is a lack of consensus in terms of methodology for conducting socio-economic studies in the gambling industry, there is considerable data and information on which to begin a study for Nova Scotia. The website <will be activated once the RFP is finalized> contains the following documents and information:

- A Better Balance: Nova Scotia's First Gaming Strategy
- The Costs and Benefits of Gaming: A Literature Review with Emphasis on Nova Scotia (GPI Atlantic, 2004)
- Socioeconomic Impact of Video Lottery Terminals (Porter Dillon Limited, 1999)
- 2003 Nova Scotia Gambling Prevalence Study (Nova Scotia Office of Health Promotion)
- Making a Difference Atlantic Lottery Corporation 2004-2005 Annual Report
- Nova Scotia Gaming Corporation Annual Report
- Description of Nova Scotia Input/Output Model
- 2000 Regular VL Players Follow-up: A Comparative Analysis of Problem Development and Resolution
- 1997/1998 Nova Scotia Video Lottery Players Study
- International Guidelines for Estimating the Costs of Substance Abuse, Eric Single, David Collins, Brian Easton, Henrick Harwood, Helen Lapsley, Pierre Kopp and Ernesto Wilson, 2001

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2 Requirements

2.1 Project Objective and Timeline

The objective of the initiative is to complete a socio-economic study of gambling in Nova Scotia. Specifically, the study will provide a snapshot of the social and economic impacts associated with gambling in the Province. The study is to be analytical, factual and objective, using credible and defensible methods to provide a better understanding of the nature and extent of the impacts that gambling activity has on Nova Scotia.

The study must be completed by March 31, 2007.

2.2 Basic Requirements

2.2.1 Scope

- Describe and analyze the following forms of gambling in Nova Scotia:
    - Bingo
    - Casinos (tables and slots)
    - Harness racing
    - Ticket lottery
    - Video lottery
    - On-line gambling
- Each form of gambling should be individually analyzed to understand its impacts. Given time and financial resources, it is critical that the level of effort to analyze a particular form of gambling be proportional to the anticipated social and economic impacts associated with that form of gambling.
- Each form of gambling will be examined from a societal perspective (including both public and private perspectives). This will include examining the impacts on individuals, households, communities, business, government and the economy. Within the analysis of each form of gambling, the study should identify trends and, where appropriate, include observations on geographic and demographic impacts.
- For each form of gambling, provide a description of the social and economic impacts resulting from that form of gambling. For each impact, identify all potential consequences. For each consequence, identify potential indicators that could be used to measure that consequence. If supported by sound methodologies, quantify and then monetize each consequence. This requirement is represented graphically below.

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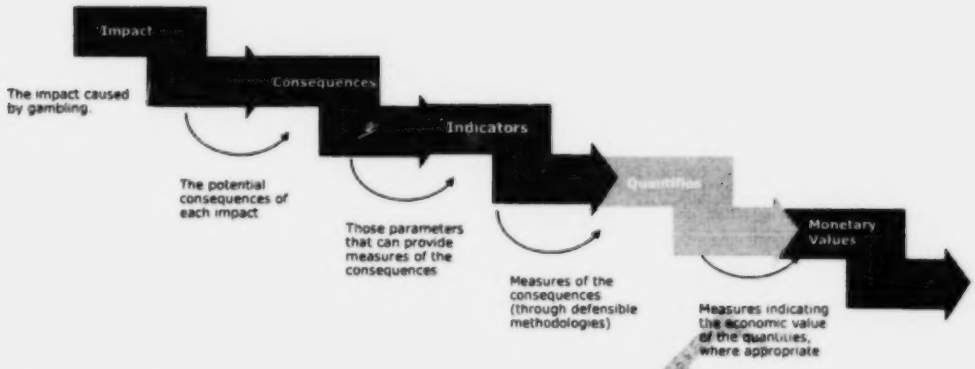

Impact
Consequences
Indicators
Quantifies
Monetary Values
The impact caused by gambling.
The potential consequences of each impact
Those parameters that can provide measures of the consequences
Measures of the consequences (through defensible methodologies)
Measures indicating the economic value of the quantities, where appropriate

2.2.2 Deliverables

The following deliverables will be expected during the course of the study:

- Within 30 days of award of the contract, a detailed project plan will be required. This will describe the final approach and methodology, discuss the time period to be examined, include a plan to access individuals and organizations who have data and information, and define project timelines and milestones. This deliverable will be reviewed and require approval by the Study Steering Committee.

- On a monthly basis, the consultant will be expected to meet with the Study Steering Committee and provide brief written status reports. These reports will show overall project progress in comparison to project plan milestones, deliverables and dates. Reasons for differences must be brought forward and tabled for resolution. Issues and their status will also be included in the status reports.

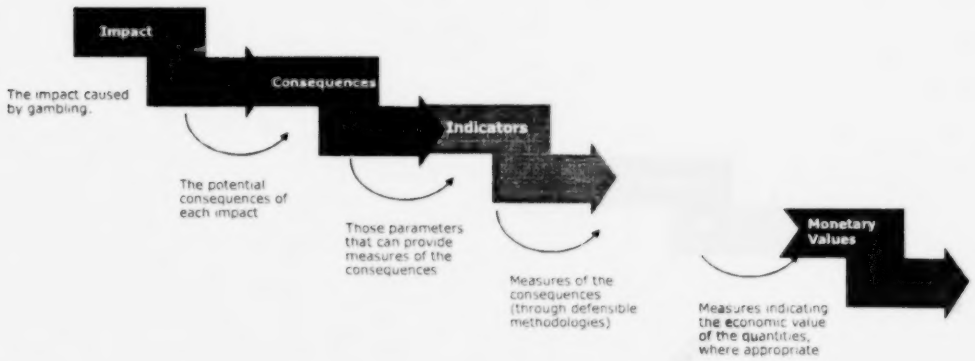
- Draft and final written reports (Word Perfect and PDF formats) will be submitted to the Study Steering Committee. The written reports will include, at a minimum:

    a. Executive summary
    b. Context/overview of gambling in Nova Scotia
    c. Approach and justification of methodology used
    d. Chapter on each form of gambling, addressing all elements of scope described in section 2.2.1 of this RFP
    e. Conclusion regarding study limitations and recommendations to assist in measuring social and economic impacts in future research
    f. Glossary of terms, reference list and bibliography documenting data sources used in the analysis

- PowerPoint summary presentation of methods and findings delivered to Study Steering Committee upon completion of the study.

- All raw data, assumptions and calculations (including simple descriptions) in a well organized spreadsheet format.

- Bidders should know that Study Steering Committee reserves the right to have the final deliverable peer reviewed.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- Bidders should know that Study Steering Committee reserves the right to have the final deliverable peer reviewed.

2.2.3 Methodology

Consultants should recognize that there have been controversies and difficulties achieving consensus regarding appropriate methodologies used in socio-economic studies performed on gambling.

The following points are intended to inform the development of proposed methodologies:

- Primary research may be needed in certain instances.
- Objectively consider the full scope of data using standard, defensible methodologies (peer-reviewed and/or standardized where possible) and provide justification for the methods used.
- A detailed literature review is not required; consultants can leverage existing studies and data described in the bibliography and available on the website <will be activated once the RFP is finalized>
- The Nova Scotia Input-Output Model is available, but not required, to be used by consultants (note: impact simulation will be performed by the Department of Finance at no charge on the basis of data provided).

2.3 Project Management

It is expected that the successful Bidder will provide project management and be responsible for the conduct of the study. At a minimum, the Bidder's Project Manager will be expected to represent the Bidder and work with the Study Steering Committee to resolve any issues that arise, from either the Bidder or Study Steering Committee, throughout the course of the study.

2.4 Study Steering Committee Responsibilities

The study will be managed by a Study Steering Committee comprised of senior representatives from the Department of Environment and Labour, Department of Finance, Nova Scotia Health Promotion, Nova Scotia Office of Aboriginal Affairs, and Nova Scotia Gaming Corporation. An academic advisor has been retained to assist the Study Steering Committee with the selection of the qualified consultant and to ensure that only defensible methodologies are employed. The Study Steering Committee will meet with the successful consultant on a monthly basis, and will provide feedback and input to the consultant's draft deliverables. The Committee will be responsible for providing sign-off/acceptance of each deliverable.

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3 Proposal Requirements

3.1 Copies Required

One original and 10 copies of the proposal are required. The original shall be left unbound, and clearly marked ORIGINAL on the title page and all copies shall be clearly marked COPY on the title page. One of the copies must be left unbound. The Original will be retained by Procurement Branch as the official record of submissions received. The original and all copies must be identical.

3.2 Subcontractors

Attach a list of any subcontractors (name, address, services provided) who have agreed to work with the Bidder on the project. The absence of such a list will be taken to mean that only "own forces" will be used.

3.3 Proposal Format

The following documents must be included in the Bidder's response. Failure to comply with this requirement will result in the Bidder being excluded from further consideration.

Part	Name	Description/Requirements
1	Province of Nova Scotia Procurement Form (NSRFP)	• This form is available from the Public Tenders website
2	Proposal	• Meets all requirements described in section 2 of this RFP • Demonstrates an understanding of the complexity of the subject matter • Demonstrates objectivity with respect to gambling • Maximum 30 pages (excluding appendices) • Required content is described below

3.4 Proposal Contents

The proposal must contain the following sections:

Title Page

Title page, showing Request for Proposal number, closing date and time, Bidder's name and address, Bidder's contact person and telephone number.

One Page Letter of Introduction

one page letter of introduction identifying the Bidder and signed by an appropriate authorizing officer for the Bidder, binding it to the statements made in the proposal.

Table of Contents

Section headings and page numbers should be included in the table of contents.

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Executive Summary

A short (one or two page) summary of key features of the proposal. The Bidder needs to demonstrate a clear understanding of the scope and complexity of the study objective and clearly articulate the proposed solution. The Bidder must, at a minimum, address the following points in the Executive Summary:

- Straightforward description of the methodology to be employed
- Experience with socio-economic studies
- Experience with gambling-related work
- Any expectations or assumed responsibilities of the Study Steering Committee

Approach and Methodology

The proposal must include a description of the Bidder's proposed approach and methodology to be employed in completing the study including the approach to accessing individuals and organizations who have data and information. This section must include a draft work plan and timelines, plus a table showing days of effort (based on a 7.5 hour day) broken down by major work plan item. Also, please identify risks and uncertainties associated with the methodology and propose ways in which these risks can be managed, mitigated or avoided.

In preparing this section of the proposal, Bidders are encouraged to refer to section 4 of this RFP and align their content to the important evaluation criteria. In addition, Bidders should complete the table in section 4, indicating where within the proposal each criterion is addressed.

Experience

The proposal must include a description of the Bidder's experience in completing socio-economic studies. This section must include, at a minimum:

- Two reference projects that have been performed by at least one of the professionals proposed on the Bidder's team. The two reference projects must be socio-economic studies. For each reference project, please have the client complete and sign the attached Reference Form and include it as an appendix to the proposal. The completed form will include a brief description of the project, including methodology employed, personnel from the proposed team who worked on the reference project, and the contact person from the reference client. The Study Steering Committee reserves the right to contact the references to add clarification where necessary.

- A description of any work completed by the Bidder related to gambling. Gambling experience is not a requirement of this RFP; however, Bidders must disclose any and all work done in this area.

- Include a discussion and/or disclaimer of any potential conflict of interest or impediments to objectivity. If a potential conflict of interest exists, include an explanation and plan to address the conflict. It is the right of the Study Steering Committee to eliminate any bids where they view there to be a conflict.

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Project Team

The Bidder must describe the team it proposes to conduct the study. For each team member, provide a brief summary of background, relevant skills, knowledge and experience. The Bidder's project manager must be clearly identified. Resumes (maximum of three pages each) should be included as an appendix.

Project Cost

The maximum budget for the study is $250,000 including expenses (excluding taxes).

This section of the proposal must include the following:

- any assumptions made by the Bidder in estimating the cost to complete the study
- any requirements of the Study Steering Committee
- proposed timeframe for conduct of the study
- completion of the tables below, showing days of effort by individual and estimating expenses, by type of expense (e.g. travel, report production, survey administration). Note: do not include sales tax in the cost.

Fee Estimate

Project Team Member	Estimated Days of Effort	$
Mary Smith		
Etc.		
Total Fees (a)		

Expense Estimate

Expense Item	Description	$
Expense Item 1		
Etc.		
Total Expenses (b)		

TOTAL PRICE (a + b)	$

Appendices

- Resumes of proposed team members
- Two signed reference forms
- Any other information deemed relevant

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3.5 Special Conditions

The Study Steering Committee reserves the right to accept or reject any or all proposals or parts thereof. The proposals submitted by Bidders will be retained by the Province of Nova Scotia. All costs incurred in the preparation and delivery of the proposal shall be borne by the Bidder. Payment for goods and services will be made in accordance to a negotiated schedule and amount.

Indemnity

The Bidder will indemnify and save harmless the Province, its employees and agents from and against all claims, demands, losses, damages, costs and expenses made against or incurred, suffered or sustained by the Province at any time or times (either before or after the expiration or sooner termination of this contract) where the same or any of them are based upon or arise out of or from anything done or omitted to be done by the Bidder or by any servant, employee, officer, director or subcontractor of the Bidder pursuant to the contract.

Compliance with Laws

The Bidder will give all the notices and obtain all permits required to perform the work. The Bidder will comply with all laws applicable to the work or performance of the contract. In a dispute, the laws of the Province of Nova Scotia will apply.

Intellectual Property Rights

The Government of Nova Scotia, through the Department of Environment and Labour, will be the owner of the intellectual property right, including patent, and copyright of any information developed through this contract. Materials produced in whole or in part by the consultant pursuant to this study are not subject to copyright in Canada or in any other country. The Study Steering Committee and the Government of Nova Scotia have unrestricted authority to publish, disclose, distribute, and otherwise use, in whole or in part, any data, reports, or other materials compiled or produced pursuant to this study.

Release and Acceptance of Findings and Reports

The Government of Nova Scotia, through the Department of Environment and Labour, shall be responsible for establishing requirements and restrictions regarding the release of findings and reports by the consultant and the acceptance of the findings and reports by the Study Steering Committee.

3.6 Contract

The standard legal contract that applies to services is available at:
http://www.gov.ns.ca/tenders/policy/htm_files/contract.htm

This document will always be updated (as a part of the award process) to include the successful Bidder's name, contact information, maximum amount payable, dates, etc. Schedule A will be updated to reference the tender documents (including addenda) and the proposal submitted by the successful Bidder, and may be expanded to reference any correspondence or clarifications. Schedule B will be updated to describe the payment/invoicing schedule and the project work plan.

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3.7 Inquiry Contacts

Bidders requiring further information on this Request for Proposals should contact:

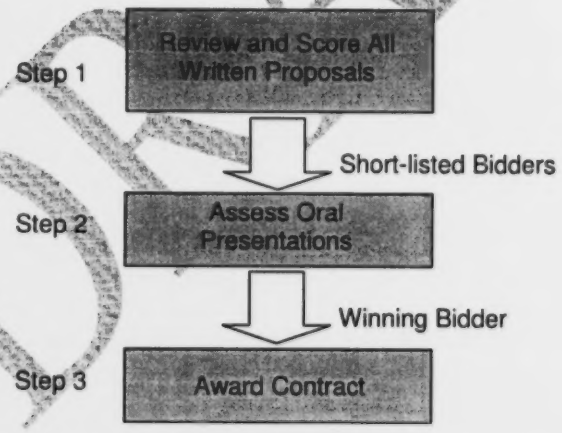
For the User	**For Procurement**
Frank Schwartz	Robert Salah
Chair of Study Steering Committee	Procurement Officer
	6176 Young Street
	Suite 200
	Halifax, NS B3K 2A6
Phone: (902) 474-7050	Phone:(902) 424-5321
	Fax: (902) 424-0844
e-mail: frank.schwartz@belleclaire.ca	e-mail: salahra@ gov.ns.ca

All inquiries are to be directed to the persons named above. Information obtained from any other source is not official and may be inaccurate. Inquiries and responses may be recorded and may be distributed to all Bidders, via the Public Tenders Office, at the Province's option.

4 Evaluation Process and Scoring

4.1 Evaluation Process

A three step process will be undertaken to evaluate the proposals and award the contract:



A total of 100 points will be allocated during the evaluation process, as follows:

Step in Evaluation Process	Points
Written Proposal	85
Oral Presentation	15
Total	**100**

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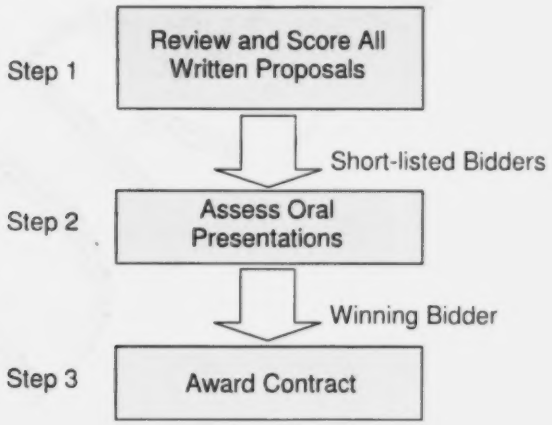

A total of 100 points will be allocated during the evaluation process, as follows:

Step in Evaluation Process	Points
Written Proposal	85
Oral Presentation	15
Total	**100**

4.2 Assess Written Proposals

As shown in the table above, the written proposal represents 85 points of the total evaluation. Please complete the following table indicating the pages/sections where each criterion is addressed. All proposals will be evaluated for compliance with the following criteria:

CRITERIA	WEIGHT	PROPOSAL PAGE/SECTION REFERENCE
Strength of methodology	30	
Use of defensible methodologies		
Objectivity		
Level of effort on work plan items		
Recognition of risks and uncertainties of methodology and approach		
Strength of proposed firm and team	20	
Reputation of consulting firm		
Experience of project manager		
Experience of other team members		
Objectivity with respect to gambling		
Level of effort of each individual		
Team's experience applying methodology	20	
Relevant experience conducting studies of similar size and scope		
Relevance of reference projects		
Understanding of the Nova Scotia socio-economic environment	5	
Professional delivery/clarity of proposal	5	
Project cost	5	
Total	85	

As indicated in the table above, Project Cost represents 5 points of the total evaluation. The Bidder who submits the lowest proposed cost will receive the maximum points (5). All other Bidders will receive a rating calculated by dividing their proposed cost into the lowest proposed cost and multiplying by the maximum points allowable.

An example is shown below:

Bidder	Cost	Calculation	Points
1	$10	Lowest	5 (maximum)
2	$12	10/12*5 =	4.2
3	$13	10/13*5 =	3.8

The Study Steering Committee will invite the top scoring bidders to make oral presentations.

4.2 Assess Written Proposals

As shown in the table above, the written proposal represents 85 points of the total evaluation. Please complete the following table indicating the pages/sections where each criterion is addressed. All proposals will be evaluated for compliance with the following criteria:

CRITERIA	WEIGHT	PROPOSAL PAGE/SECTION REFERENCE
Strength of methodology	30	
Use of defensible methodologies		
Objectivity		
Level of effort on work plan items		
Recognition of risks and uncertainties of methodology and approach		
Strength of proposed firm and team	20	
Reputation of consulting firm		
Experience of project manager		
Experience of other team members		
Objectivity with respect to gambling		
Level of effort of each individual		
Team's experience applying methodology	20	
Relevant experience conducting studies of similar size and scope		
Relevance of reference projects		
Understanding of the Nova Scotia socio-economic environment	5	
Professional delivery/clarity of proposal	5	
Project cost	5	
Total	85	

As indicated in the table above, Project Cost represents 5 points of the total evaluation. The Bidder who submits the lowest proposed cost will receive the maximum points (5). All other Bidders will receive a rating calculated by dividing their proposed cost into the lowest proposed cost and multiplying by the maximum points allowable.

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3	$13	10/13*5 =	3.8

The Study Steering Committee will invite the top scoring bidders to make oral presentations.

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4.3 Assess Oral Presentations

The Oral Presentation represents 15 points toward the total evaluation. The Study Steering Committee will provide a structured agenda and questions for short-listed Bidders to demonstrate their ability (the firm and the individuals proposed) to deliver a sound socio-economic study on gambling.

At a minimum, short-listed Bidders will be asked to demonstrate the following:

- Ability to articulate methodology to Study Steering Committee
- Appropriateness of approach, including the plan to access individuals and organizations who have data and information
- Understanding of the complexities of such a study and how they plan to manage those complexities
- Objectivity with respect to gambling

Details on the time and location of Oral Presentations, as well as who must attend from the Bidder organization, will be provided to short-listed Bidders. Orals are expected to be held 2-4 weeks following submissions of proposals. Costs incurred by Bidders in preparing for and attending the Oral Presentations are the responsibility of Bidders.

4.4 Final Scoring

Final scores will be calculated for short-listed Bidders. The Bidder receiving the highest score will be awarded the contract.

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5 Project Reference Form

1. Name, location and web address of contracting organization:

2. Key contact

   Name:

   Title:

   Role in project:

   Phone:

   E-mail:

   Signature: _____ *Date:* _____

3. A description of the reference project including scope, complexity and the significant project deliverables.

4. For those resources proposed on the Socio-Economic Study on Gambling in Nova Scotia, complete the following table indicating the resource, role performed on reference project, and level of involvement in the reference project. Please indicate satisfaction with each resource.

Bidder Resource	Role Performed on Reference Project	Involvement in Reference Project	Satisfied with Resource?
Mary Jones	Project Management	Full Time – 100%	Yes
Resource #2			

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5 Project Reference Form

1. Name, location and web address of contracting organization:

2. Key contact

   Name:

   Title:

   Role in project:

   Phone:

   E-mail:

   Signature: _____ *Date:* _____

3. A description of the reference project including scope, complexity and the significant project deliverables.

4. For those resources proposed on the Socio-Economic Study on Gambling in Nova Scotia, complete the following table indicating the resource, role performed on reference project, and level of involvement in the reference project. Please indicate satisfaction with each resource.

Bidder Resource	Role Performed on Reference Project	Involvement in Reference Project	Satisfied with Resource?
Mary Jones	Project Management	Full Time – 100%	Yes
Resource #2			

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5. Start date and duration of the reference project

6. Did the bidder propose sufficient skilled resources to provide high quality project deliverables?
   - ☐ Yes
   - ☐ Slightly Underestimated
   - ☐ Underestimated
   - ☐ Significantly Underestimated

7. Did the bidder propose sufficient time in its work plan to provide high quality project deliverables?
   - ☐ Yes
   - ☐ Slightly Underestimated
   - ☐ Underestimated
   - ☐ Significantly Underestimated

8. Did the bidder deliver high quality deliverables within the agreed timeframes?
   - ☐ Yes
   - ☐ Somewhat
   - ☐ No

9. Would you hire this bidder again?
   - ☐ Yes
   - ☐ Not sure
   - ☐ No

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